

**Regional Partnership For
Decentralization and Local Governance
In the Americas**

**Quarterly Report XVIII
January 1-March 31, 2003**

Prepared for The U.S. Agency for International Development
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USAID Quarterly Report XVIII

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I. Introduction

The *Regional Partnership for Decentralization and Local Governance* will serve as a vehicle with which to implement the Summit of the Americas Plan of Action II, Strengthening Municipal and Regional Administrations. The *Partnership* will contribute to the LAC Regional Sustainable Development Office's Strategic Objective #5 (SO5): "Reinforcement of regional trends that deepen democracy in Latin America and the Caribbean." The *Partnership* will also contribute to LAC's Intermediate Result #2 (IR2): "Strengthened regional mechanisms to improve public sector legitimacy."

II. Major Accomplishments

Component 1: Donor Consultation

The international donor community will establish a Donor Consultative Group (DCG) for Decentralization and Local Governance in Latin America and the Caribbean. ICMA will serve as the DCG Executive Secretariat.

Activities and Accomplishments this Quarter:

Update of Forum Web site

During this quarter, the Secretariat updated and continued to add programs, projects, news articles and events to the site, and reviewed and added records to the library section. During the period of January 1 – March 31, 2003, the Forum Web site received an average of 2100 visits per month.

Case Studies: Bolivia and Nicaragua

Listserv discussions were organized in January for both case studies, and participants were confirmed, but the uncertain political situations in both countries prevented the Secretariat from initiating them. As soon as there is more stability in both Bolivia and Nicaragua, the discussions will be re-initiated and plans to hold country-level events to disseminate the studies and build upon the recommendations will be revived.

Component 2: Information Exchange and Networking

ICMA will work with regional entities to establish sustainable mechanisms for the exchange of information and experience between and among regional organizations, municipal associations and local governments, and NGOs throughout the Americas.

Activities and Accomplishments this Quarter

Forum Newsletter

An issue-based newsletter focusing on disaster mitigation and prevention efforts, highlighting regional initiatives, events, and publications related to these topics was distributed this quarter and is included in Annex A.

International Workshop on Strengthening Transparency in Municipal Management through Participation Mechanisms, Tela, Honduras, February 10-11, 2003

ICMA participated in the International Workshop on Strengthening Transparency in Municipal Management through Participation Mechanisms, which was sponsored by the Transparency Committee of the Municipality of Tela and Casals & Associates Anti-corruption Program. The workshop included panel discussions on social auditing in Honduras; citizen participation and strategic planning in Colombia and the Dominican Republic; municipal transparency in Honduras—the mayor’s perspective; and the role of USAID in citizen participation projects; citizen participation in Peru and Ecuador.

ICMA also gave a presentation at a roundtable discussion after the Tela workshop on Municipal Integrated Financial Management Systems. The purpose of the roundtable was to share information among representatives of USAID missions in Central America and institutional contractors on approaches to improving financial management systems at the municipal level in order to identify possible areas of collaboration among countries with support from FEMICA and Casals & Associates. ICMA presented its approach to improving financial management at all levels of government in Mexico, including its initiatives in certification of local government finance officials, performance measurement, and transparency. The group explored the possibilities of having FEMICA and Casals support initiatives to resolve issues that cause delays in full implementation of financial management systems; the kind of training that is needed to assure full use of the systems once they are in place; and the relationship between municipal financial authorities and national authorities.

Mechanisms to Improve Financial Administration in Mexico, Inter-American Development Bank, February 27, 2003

ICMA gave a presentation to representatives of the IDB on its efforts to improve municipal transparency in Mexico through the U.S.-Mexico Partnership for Municipal Development. During this event, ICMA disseminated a summary of its work in Mexico with the *Secretaria de Contraloria y Desarrollo Administrativo* (SECODAM), which created the Ciudadanos por la Transparencia Municipal (CIMTRA) program. CIMTRA is a questionnaire that asks for information related to how citizens and municipalities interact and how local governments provide information to their citizens. The tool uses 16 different criteria to measure the level of transparency in these categories. More information about this program can be found on-line at <http://www.cesemheribertojara.org.mx/cimtra/index.html>.

ICMA also presented a document entitled “Performance Measurement in Local Government Strengthening: ICMA Experience in Latin America” which includes a set of papers and presentations on performance measurement initiatives to improve public administration. ICMA has developed eight programs to broaden the use of performance measurement in Latin America, which include:

- Transparency: Citizens for Transparent Municipalities (CIMTRA)
- Performance Benchmarking: Performance Indicators System (SINDES)
- Certification: National Institute for the Technical Development of Public Finance (INDETEC)
- Local Needs Identification: National Bank for Public Services (BANOBRA)
- Financial Oversight: State of Campeche
- Classification: IDB-El Salvador Classification of Financial Development and Municipal Institutional Capacity
- Performance-Driven Programming: World Bank
- Institutional Analysis: Municipal Association Self-Evaluation and Index

Component 3: Local Government Training

ICMA will provide leadership in collaboration with U.S. and Latin American and Caribbean universities, regional and national associations, and municipal support NGOs in designing and implementing practical, affordable, needs-driven and results-oriented local government training programs in Latin America and the Caribbean.

Activities and Accomplishments this Quarter

E-Learning Task Force

In order to facilitate the exchange of ideas about E-learning initiatives in the region, ICMA has created a listserv, which became operational this quarter. The moderator of the listserv is now posing weekly questions for the participants to reflect on and respond to electronically. The purpose of the weekly questions is to collect ideas on various sub-topics related to E-learning for the group to consider when formulating their policy recommendations for the final E-learning document. The moderator collects all of the messages that are exchanged weekly and sends out a summary document for the group to approve.

In addition to the weekly discussion topics, a consultant has been hired to collect data on technology indicators in Latin America to help guide the group in making their recommendations. These documents are shared with the group via the MSN virtual community. Two sample graphs are included in Annex B.

III. Projected Activities

Component 1: Donor Consultation

- Listserv discussions on Bolivia and Nicaragua case studies will be revived and plans will be made to organize events in both countries for further dissemination of studies and consolidation of recommendations.

Component 2: Information Exchange and Networking

- The Secretariat will continue to update and add records to the Programs, Newsroom, Calendar and Library sections of the Web site and will publish an E-newsletter.

Component 3: Local Government Training

- ICMA will continue to administer the E-learning listserv discussion to come up with clear recommendations for the donor community on implementing E-learning activities in the Region.

ANNEX A:

E-newsletters:

- **Disaster Mitigation and Prevention**



Wednesday, April 02, 2003

The Secretariat will be sending the E-News Bulletin on a bi-monthly basis with information about the Forum and its members. Please send interesting news items to [Cindy Tribucher](#) for inclusion in the LAC Forum E-News Bulletin. Thank you!

In this issue:

[USAID's Office of Foreign Disaster Assistance \(OFDA\)](#)

[The World Bank's Disaster Management Facility \(DMF\)](#)

[The United Nations Development Program - Natural Disaster Reduction](#)

[The GTZ's Disaster Prevention in Central America Program \(CEPREDENAC/FEMID\)](#)

[The Inter-American Development Bank's \(IDB\) Disaster Prevention Program in Bolivia](#)

[The Swedish International Development Agency \(SIDA\) Humanitarian Assistance Program](#)

[The National League of Cities \(NLC\) Presents Lessons Learned from the September 11 Terrorist Attack](#)

USAID's Office of Foreign Disaster Assistance (OFDA)

The mission of the OFDA is "to save lives and alleviate suffering. OFDA will plan for, provide, and coordinate effective, appropriate and efficient assistance for those affected by natural and man-made disasters."

OFDA coordinates all U.S. Government emergency assistance activities overseas by providing humanitarian assistance to save lives, alleviate suffering, and reduce the negative economic impact that can occur as a result from a natural or man-made disaster. In the past, OFDA has responded to earthquakes, volcanic eruptions, cyclones, floods, droughts, fires, pest infestations and disease outbreaks. The office also provides relief after civil strife, acts of terrorism, or industrial accidents.

In November 2002, OFDA released a new manual entitled *Disaster Reduction: A Practitioner's Guide*. This document serves as a training manual to meet USAID's disaster assistance objectives of preservation of life, minimization of human suffering, and enhancing the possibilities of economic and social recovery. It should be noted that an essential focus of this guide is providing mechanisms for the recipients of aid to become economically self-reliant after OFDA assistance is completed. To download a copy of the guide, [please click here](#).

For more information, you may visit [OFDA's Web site](#), or contact [Jeff Borns](#), Division Director.

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The World Bank's Disaster Management Facility (DMF)

The goal of the World Bank's Disaster Management Facility is to reduce human suffering and economic losses caused by natural and technological disasters. The DMF works with other units within the Bank to provide a strategic, rapid response to disasters. An important component of the DMF's work is to promote the integration of disaster prevention and mitigation efforts into new and existing program activities.

After the earthquakes that rocked El Salvador in 2002, the World Bank began the Earthquake Emergency Reconstruction and Health Services Extension Project. The goal of this project is to restore hospital operations and improve the provision of health care, particularly to vulnerable groups in damaged areas. A key component of this project is the provision of technical assistance to the Ministry of Health in developing partnerships with NGOs and local government agencies to develop an integrated service delivery of health and nutrition programs.

For more information about this program, please contact [Sandra Rosenhouse](#), or visit the [on-line project description](#).

For additional information about other World Bank DMF programs, please visit their [Web site](#).

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The United Nations Development Program - Natural Disaster Reduction

UNDP's Natural Disaster Reduction team has developed a strategy to mitigate disasters by recognizing the connection between disaster risk and development. As a result, UNDP has adopted an approach to disaster reduction that acknowledges that disasters are unresolved development problems that occur when risks go unmanaged. Key components of this approach include incorporating disaster reduction components in UNDP practice areas such as poverty eradication, gender equality, environmental and natural resources management, and sound governance.

The Disaster Reduction Unit of the Bureau of Crisis Prevention and Recovery (BCPR) has worked in Latin America and the Caribbean since 1998 by providing technical assistance and financial support to country offices for disaster and risk management. For a list of current and past programs, please visit their [Web site](#). For general information about the BCPR, please contact [Pablo Ruiz](#), Disaster Specialist.

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The GTZ's Disaster Prevention in Central America Program (CEPREDENAC/FEMID)

The German Technical Cooperation Agency (GTZ) created the FEMID project (Strengthening of Local Structures for Disaster Mitigation) to provide technical assistance to the Center of Coordination for the Reduction of Disasters in Central America (CEPREDENAC).

CEPREDENAC was founded in 1996 by the governments of Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama. During the first phase of this project, GTZ facilitated the exchange of information on disaster prevention, paying specific attention to the needs of Central American countries. In addition, GTZ

promoted the organization and training of local groups to foster the potential for future self help. GTZ also offered adequate logistics to facilitate training and the development of disaster scenarios, as well as improved communication links among the participants.

For more information on the FEMID project, send an e-mail to: femidregional@gold.guate.net.

In September 2002, GTZ, FEMID, CEPREDENAC and FEMICA held a workshop in La Ceiba, Honduras on "Municipal Development and Local Disaster Risk Planning: Experiences, Strategies and Perspectives." The workshop participants spent three days discussing disaster risk planning in the region, and conducted site visits to four municipalities to see first hand how citizens can work with local authorities on disaster risk planning initiatives. As a result of this workshop, the 58 participants drafted the Declaration of the Masica, which describes strategies and activities for implementing disaster risk planning into decentralization, poverty reduction, and local economic development strategies. FEMICA has volunteered to serve as the coordinating agency to implement the suggestions described in the Declaration. To view the Declaration, please visit [FEMICA's Web site](#).

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The Inter-American Development Bank's (IDB) Disaster Prevention Program in Bolivia

In December 2002, the IDB awarded the Bolivian Ministry of Sustainable Development and Planning \$2.7 million to help the Bolivian government operate its national disaster prevention and risk reduction system (SISRADE) more effectively. The specific objectives of this project are (1) to strengthen the institutional structure of SISRADE and (2) to raise public understanding of risk. These activities will modernize the State's disaster assistance and prevention capabilities, while indirectly benefiting the poorest citizens because they are the most vulnerable to natural disasters. Key indicators of program performance include the improvement of staff performance by 75% as a result of disaster training workshops held in five national ministries and the development of an information management plan within 24 months of the program's inception.

For more information about this project, please visit the [IDB's Web site](#).

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The Swedish International Development Agency (SIDA) Humanitarian Assistance Program

SIDA provides humanitarian assistance to alleviate the consequences of natural disasters and armed conflicts. Typically, SIDA provides grants to Swedish NGOs, international organizations, as well as UN agencies in the areas of housing and land mines, but may consider other types of assistance should the need arise. In Central America, Swedish aid was instrumental in the reconstruction of Honduras and Nicaragua in the wake of Hurricane Mitch. The organization provides detailed documentation of the reconstruction effort and lessons learned in the report *Mitch and After*, which is available to download from [SIDA's Web site](#). Additional information can be obtained via e-mail at info@sida.se.

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The National League of Cities (NLC) Presents Lessons Learned from the

September 11 Terrorist Attack

NLC has posted a list of 12 lessons learned as a result of a series of briefings held with key responders to the September 11 attack on the World Trade Center. These 12 points offer practical guidance to local officials in the development and refinement of local and regional homeland security plans. Some of the most critical issues that came to light are: the development of a system of communications between different agencies to ensure that all parties involved understand their responsibilities; the provision of a contingency plan in case local government facilities are knocked out because of the disaster; and conducting drills on how to respond to different kinds of emergencies.

In addition to the lessons learned, NLC has a variety of publications available on-line to help local government officials plan for a terrorist attack. These include: *Guidebook: Homeland Security - Practical Tools for Local Governments*; *Guidebook: Homeland Security - Federal Resources for Local Governments*; and *Research Brief: Homeland Security and America's Cities*.

Please visit [NLC's Homeland Security Web site](#) to learn more about this program.

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For comments or input to the LAC Forum E-News Bulletin, please contact [Cindy Tribucher](#) of the Forum Technical and Executive Secretariat.

For information on becoming a member of the Forum, please visit www.lacforum.org



ICMA, through funding from USAID/LAC/RSD-DHR, serves as Executive and Technical Secretariat for **the Forum**. [ICMA](#) has been charged with the development of this Internet site to promote and facilitate communications and exchange between and among Forum participants.

Please do not reply to this e-mail address. If you have any comments or need to update your contact information, send an e-mail to lac@icma.org.

ANNEX B:

Sample Graphs for the E-learning Task Force:

- *Arena y Mapa de Control Para Mejorar la Viabilidad de Conexion a la Red Electronica*
- *Elementos de la Filosofia Regulatoria*

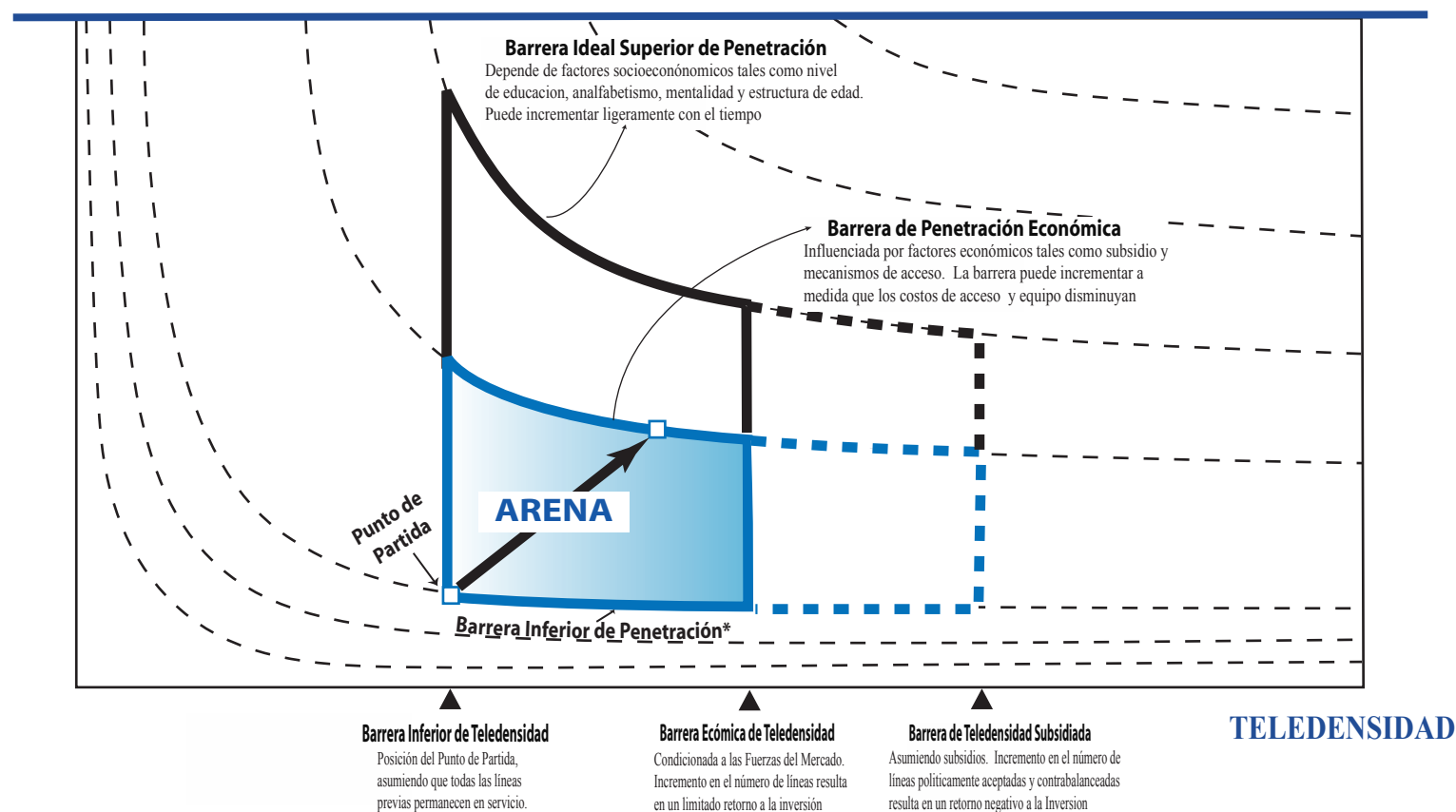
ARENA Y MAPA DE CONTROL PARA MEJORAR LA VIABILIDAD DE CONEXIÓN A LA RED ELECTRÓNICA

INTENSIDAD DE USUARIO

Usuarios de Internet / 10 líneas -fijas o móviles-

ISOLINEAS

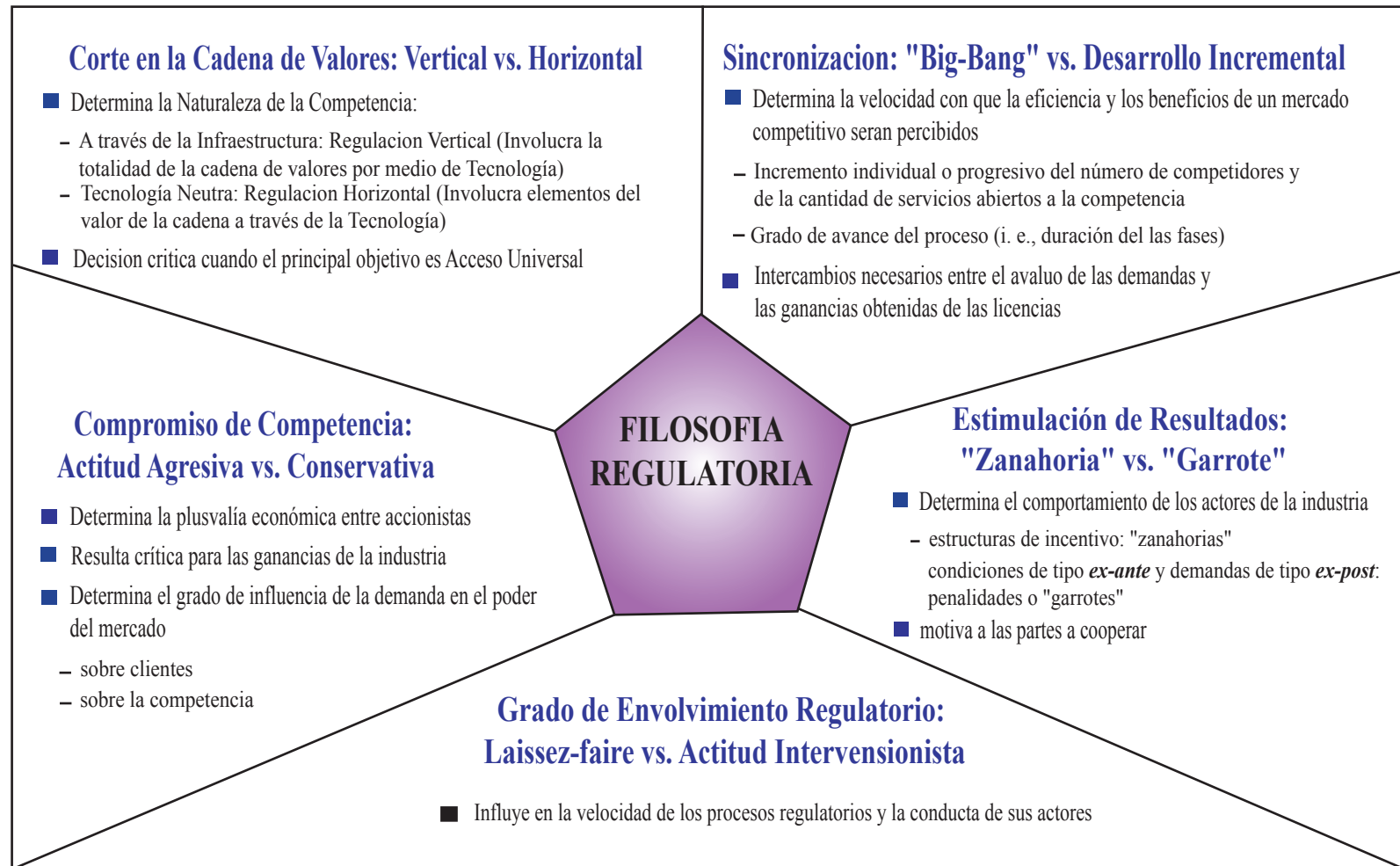
Penetración del Internet



* Asumiendo cero pérdidas de usuarios de Internet

Datos tomados de: Kirkman, G. S., Corneliuss, P. K., Sachs, J. D., y Schwab, K. (2000-2001). *The Global Information Technology Report: Readiness for the Networked World*. Oxford New York; Oxford University Press.

ELEMENTOS DE LA FILOSOFIA REGULATORIA



Datos tomados de: Kirkman, G. S., Cornelius, P. K., Sachs, J. D., y Schwab, K. (2000-2001). *The Global Information Technology Report: Readiness for the Networked World*. Oxford New York; Oxford University Press.

Annex C: Quarterly Financial Report